Strategic Planning FY 2020-2022

Nursing Services

Beena Peters, DNP, RN, FACHE

Chief Nursing Officer

April 16, 2019

COOK COUNTY HEALTH

Nursing Mission Statement

Building a high quality, patient-centered and integrated health system that maximizes resources to ensure the greatest benefit for the patients and communities we serve.

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Nursing Organizational Chart

Chief Nursing Officer

Assistant Administrator

Executive/Administrative Assistant IV

- **Associate Nurse Executive – Stroger Hospital**
  - Director of Nursing, Critical Care
  - Director of Nursing, Maternal-Child
  - Director of Nursing, Perioperative
  - Director of Nursing, Emergency Department
  - Director of Nursing, Medical-Surgical

- Director of Nursing - Provident Hospital

- **Associate Nurse Executive - Ambulatory Services**
  - Director of Nursing, Ambulatory Procedure Units
  - Director of Nursing, Primary Care/Clinical Practice
  - Director of Nursing, Specialty Care/Clinical Practice

- **Director of Nursing - Cermak Health & Juvenile Temporary Detention Center**
  - Divisional Director, JTDC

- Associate Nurse Executive – Quality, Development and Advance Practice Nursing
  - Director of Nursing, Professional Development and Education
  - Director of Nursing, Clinical Excellence

- **Director of Nursing – Cook County Department of Public Health**

- Director of Systems and Operations in Nursing

Total Number of Nurse managers: 76
Vacant positions - 19

Overview of Department

Position	FY 19 budgeted FTEs	Filled positons	Vacancy	Vacancy Rate
RNs	1073	901	172	16%
Other	655	548	107	16%
Total	**1728**	**1449**	**279**	**16%**

Other :

- Administrative Analysts
- Service Coordinator
- Dialysis Technician
- Operating Room Technician
- Emergency Respiratory Technician
- Emergency Room Technician
- Administrative Assistants
- Ward Clerk
- Correctional Medical Tech
- Electrocardiogram Technician
- Attendant Patient Care
- Medical Assistant
- Licensed Practical Nurse
- Sterile Processing Technician
- Telemetry Monitor Technician
- Health Advocates

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Workforce Data

Paid Hours by Type (including overtime)

FY 18 OT Hours	FY 18 OT Amount
356,115	$23,447,576

FY18 Nursing Pay Type Distribution

Legend:
- FMLA
- Illness-Fam
- Overtime
- Reg Hours
- Sick - 305
- Vacation

Pie chart values: 3%, 8%, 1%, 0%, 15%, 72%
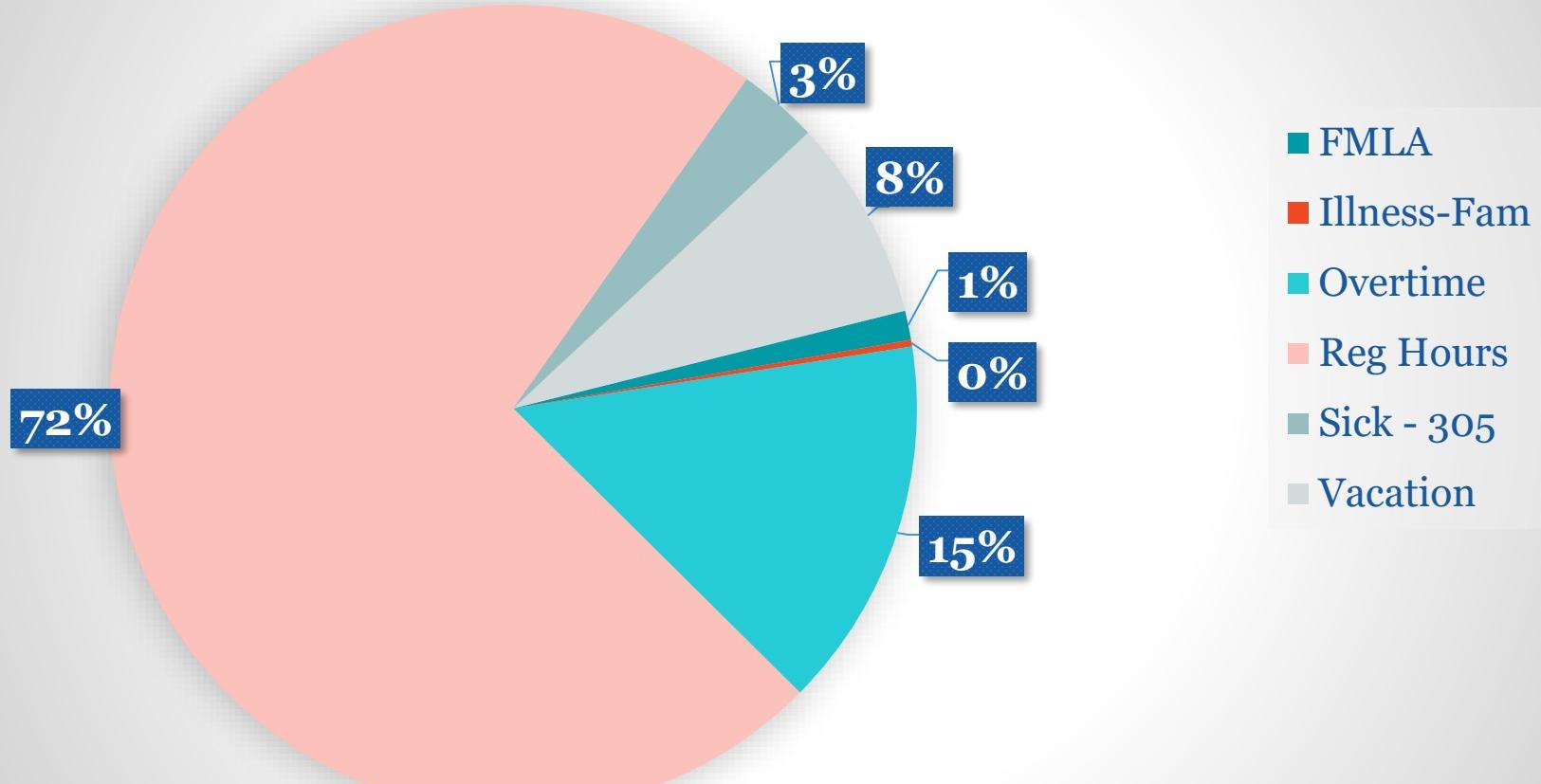
Workforce data

Employee Age Distribution and Average Tenure

Legend:
- Employee %
- AVG. Tenure

Age Group	Employee %	AVG. Tenure
20-29 Years	5.0%	1.9
30-39 Years	13.7%	3.6
40-49 Years	26.9%	10.1
50-54 Years	17.0%	15.3
55-59 Years	17.7%	18.5
60-64 Years	14.0%	19.4
65-69 Years	4.5%	21.3
70+ Years	1.1%	22.5
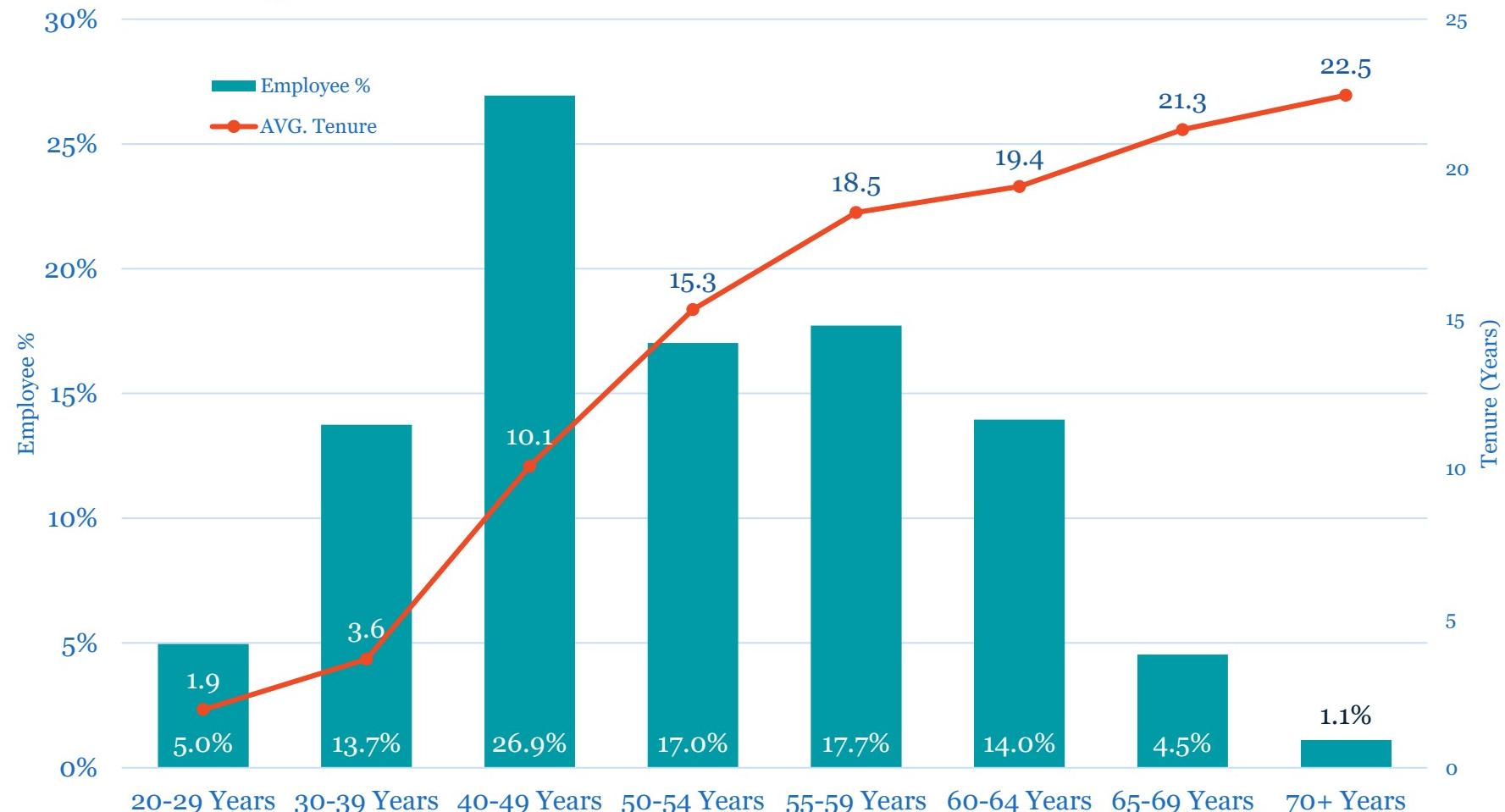
CCH Staff Demographics	CCH Staff	Overall Nursing population
Average Age	50 years	52 years

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Workforce Data

Nursing Staff – Race and Ethnicity Distribution

Pie chart values:
- 0.3%
- 20%
- 48%
- 12%
- 0.2%
- 0.9%
- 19%

Legend:
- American Indian or Alaskan Native
- Asian
- Black or African American
- Hispanic or Latino
- Native Hawaiian or Other Pacific
- Two or More Races
- White

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Ethnicity data on our staff is self-reported, and voluntary collected.
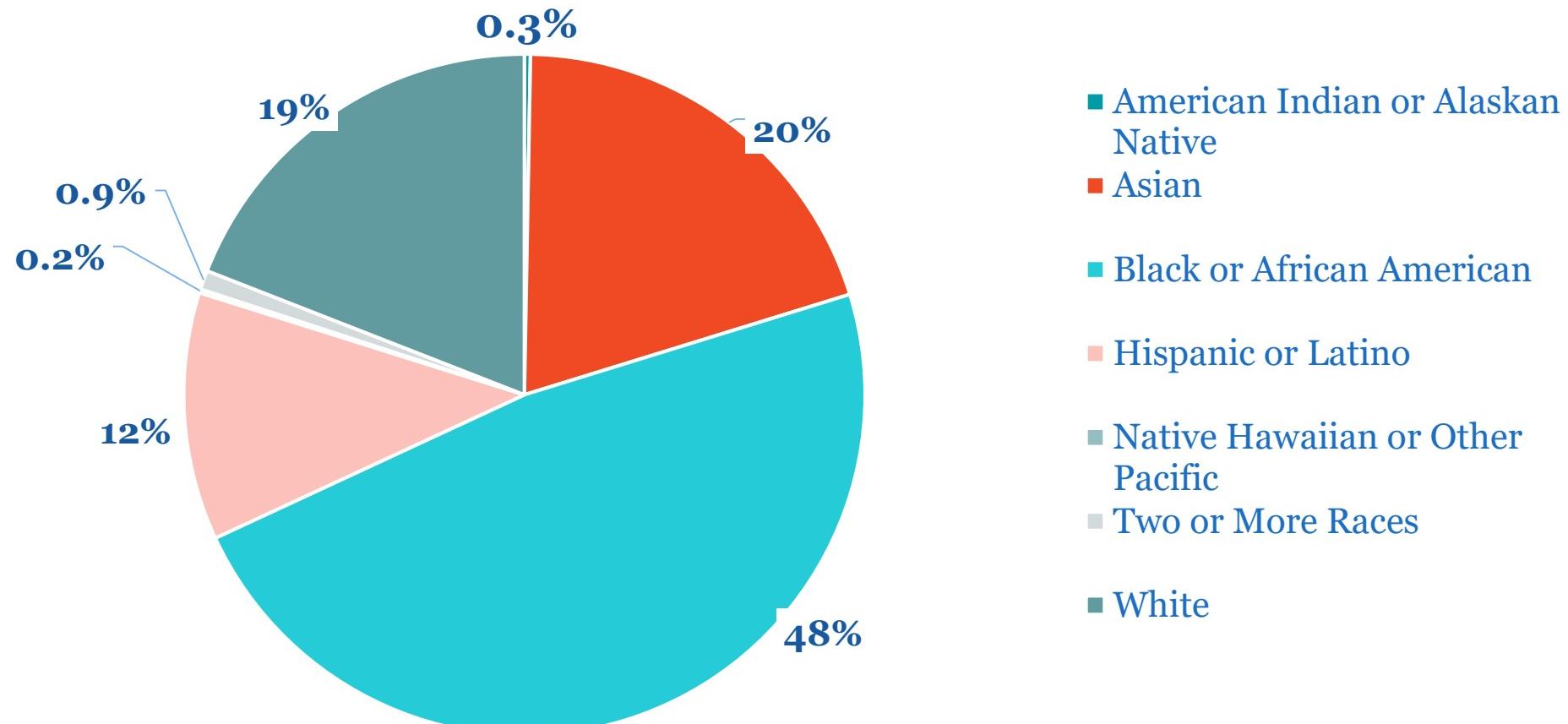
Impact 2020 Recap

Status and Results

- Deliver High Quality Care
- Grow to Serve and Compete
- Foster Fiscal Stewardship
- Invest in Resources
- Leverage Valuables Assets
- Impact Social Determinants
- Advocate for Patients

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Impact 2020

Progress & Updates

Focus Area	Name	Status
Deliver High Quality Care	Catheter Associated Urinary Track Infection prevention bundle	Complete
Deliver High Quality Care	Central Line Associated Blood Stream Infection prevention nursing initiatives	In Progress
Deliver High Quality Care	Measure Patient Perception of Cultural Competence	In Progress
Foster Fiscal Stewardship	Clairvia Staffing implementation	Complete
Deliver High Quality Care	Bedside shift reporting and leadership rounding	Ongoing

Impact 2020

Progress & Updates

Focus Area	Name	Status
Deliver High Quality Care	Leverage Clairvia for management reporting and standardize accountability	To be started
Deliver High Quality Care	Evaluate effectiveness of electronic scheduling through time saved for managers, schedulers and end users.	To be started
Deliver High Quality Care	Literature search of Professional Practice Models, Nurse Theorists, and best practices of adoption	To be started

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Impact 2020

Progress & Updates

Focus Area	Name	Status
Deliver High Quality Care	Improve patient satisfaction and nurse sensitive quality measures year-over-year. Including falls, pressure ulcers, infections, restraints, IV infiltrations, etc.	In progress
Deliver High Quality Care	Create benchmarks for nurse sensitive measures based on the National Database of Nursing Quality Indicators	In progress
Deliver High Quality Care	Institute the required foundational elements of the American Nurses Credentialing Center Magnet program and improve outcomes.	To be started
Deliver High Quality Care	Develop a System-wide professional practice model	To be started

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National Database for Nurse Quality Indicators

Nursing Sensitive Clinical Indicators

Quality Indicators	CCH 8 Quarter Average	NDNQI Mean	
Nursing Hours Per patient	10.15	10.40	
RN Hours Per Patient Day	8.04	7.67	✦
Total Patient Falls Per 1,000 Patient Days	2.24	2.57	✦
Injury Falls Per 1,000 Patient Days	.51	.51`	✦

At or below Mean Except Staffing data	HPPD- above mean is better

National Database for Nurse Quality Indicators

Nursing Sensitive Clinical Indicators

Quality Indicators	CCH 8 Quarter Average	NDNQI Mean	
Percent of Patient Falls that were of Moderate or Greater Injury Severity	1.11	2.89	★
Percent of Surveyed Patients with Hospital Acquired Pressure Injuries	2.76	.81	
Percent of Surveyed Patients with Hospital Acquired Pressure Injuries Stage 2 and above	2.38	1.43	
Percent of Peripheral IV Sites with Infiltrations	1.43	.88	

Above Mean   At or below Mean-   **Below the mean is better**

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National Database for Nurse Quality Indicators

Nursing Sensitive Clinical Indicators

Quality Indicators	CCH 8 Quarter Average	NDNQI Mean	
Percent of Patients with Physical Restraints (Limb and/or Vest)	3.56	1.96	
Central Line Associated Blood Stream Infections per 1000 Central Line Days	.79	.75	
Ventilator-Associated Events per 1000 Ventilator Days	9.17	5.79	
Catheter Associated Urinary Tract Infections per 1000 Catheter Days	1.08	1.09	✦

At or above Mean   **Below mean is better**

Intensive Care Data

**Intensive Care
Hospital Acquired Pressure Injuries by Month
Data from 12/2017 to 12/2018**

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15
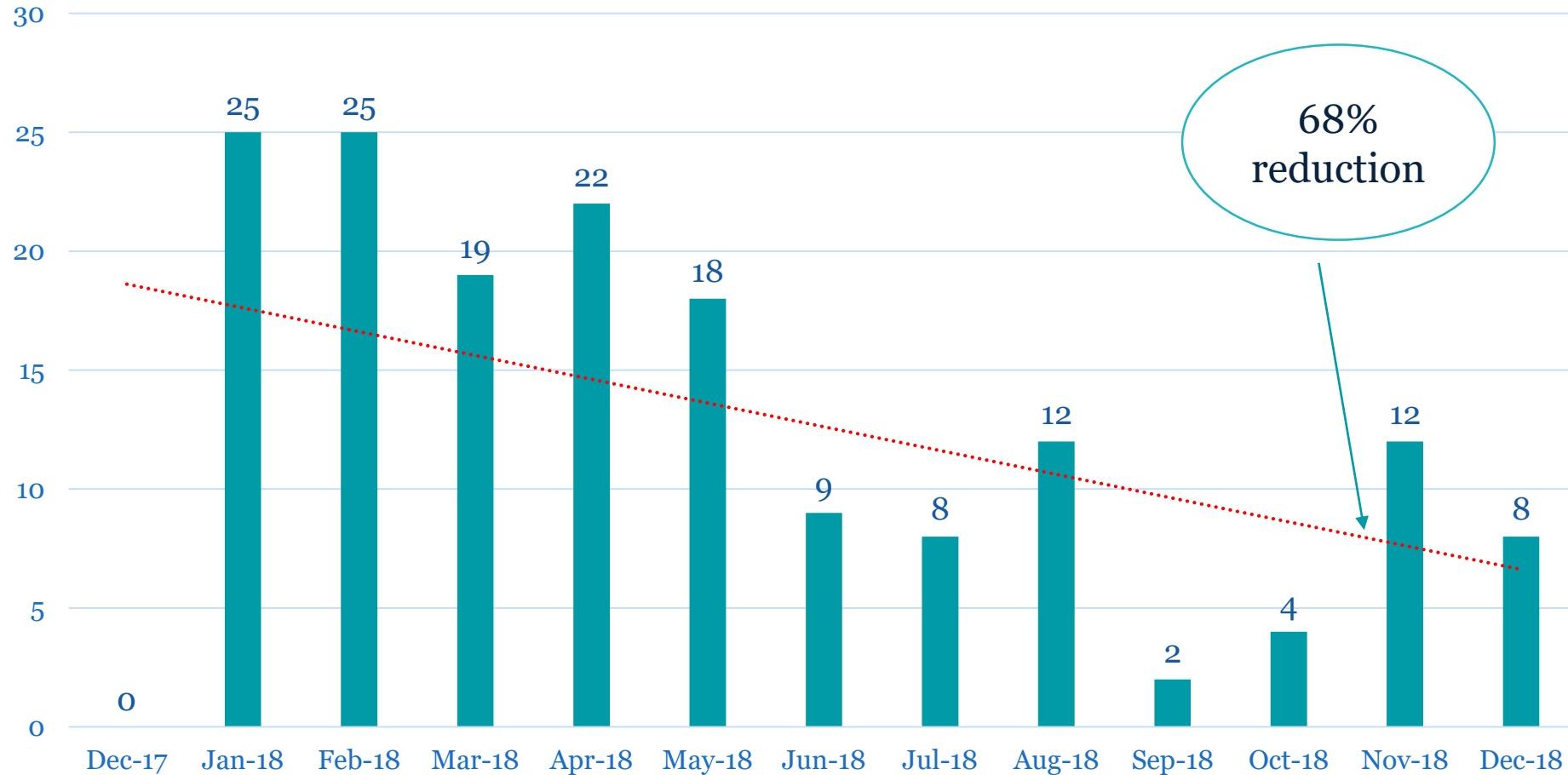
Patient Satisfaction 2018

John H. Stroger Jr. Hospital
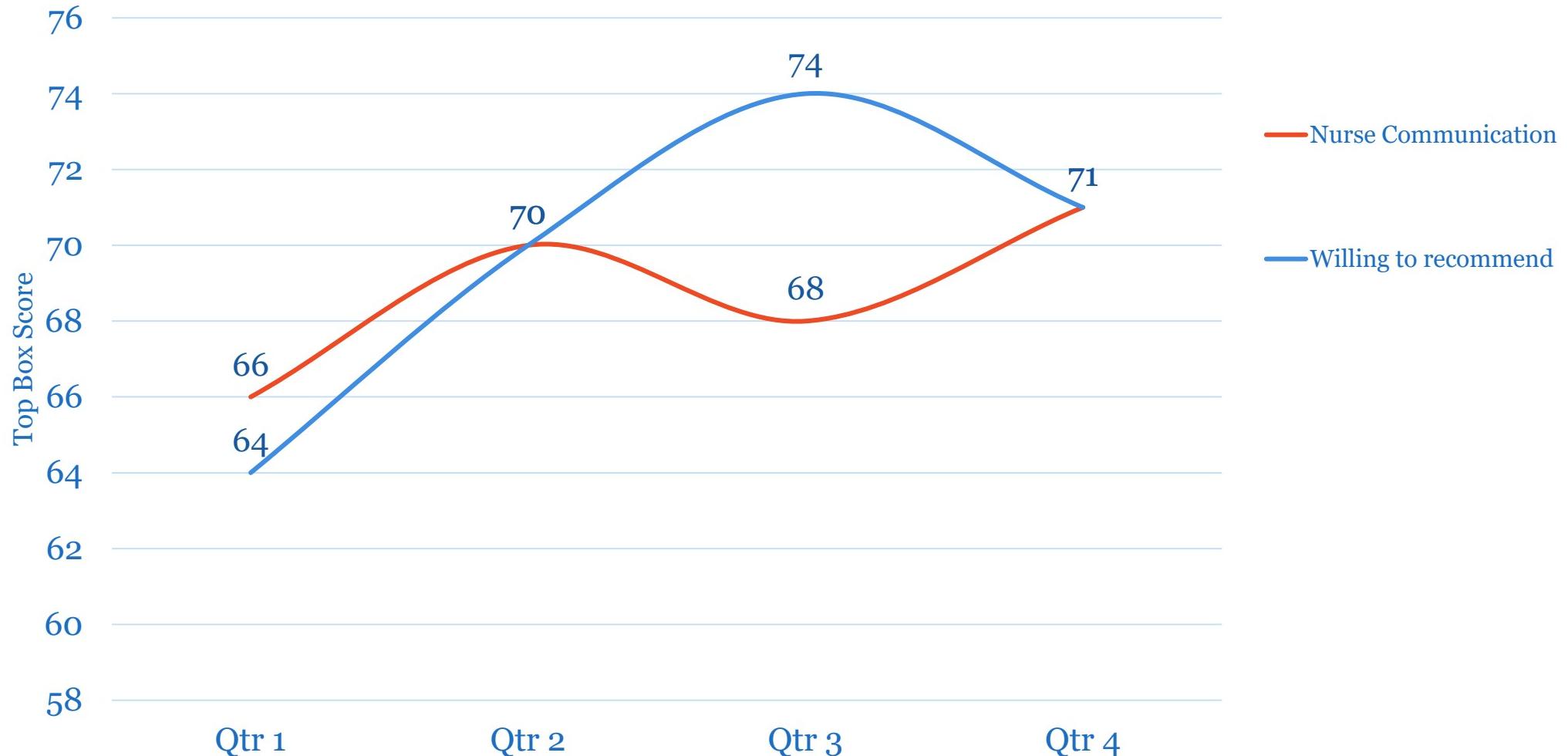
Legend:
- Nurse Communication
- Willing to recommend

Y-axis: Top Box Score (58, 60, 62, 64, 66, 68, 70, 72, 74, 76)

X-axis: Qtr 1, Qtr 2, Qtr 3, Qtr 4

Nurse Communication: 66, 70, 68, 71
Willing to recommend: 64, 70, 74, 71
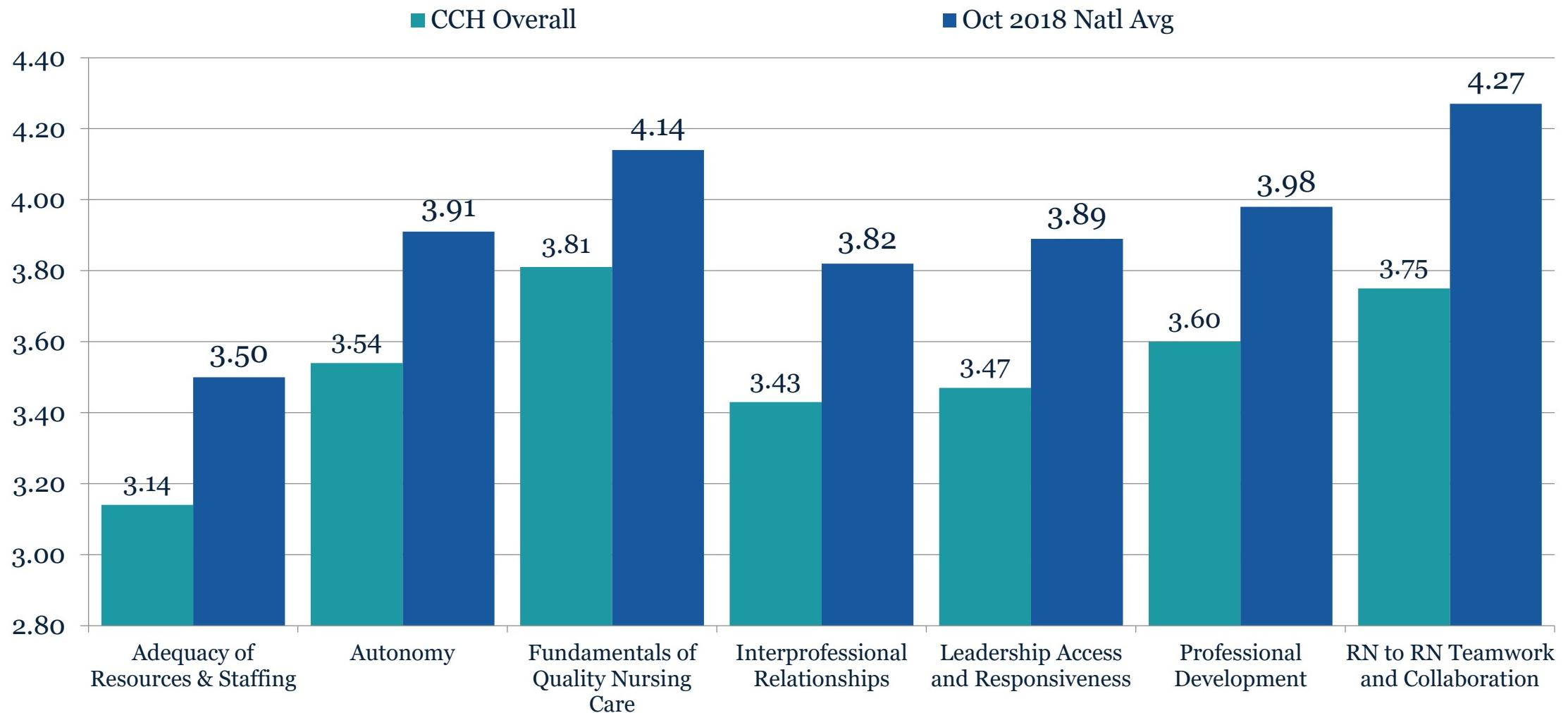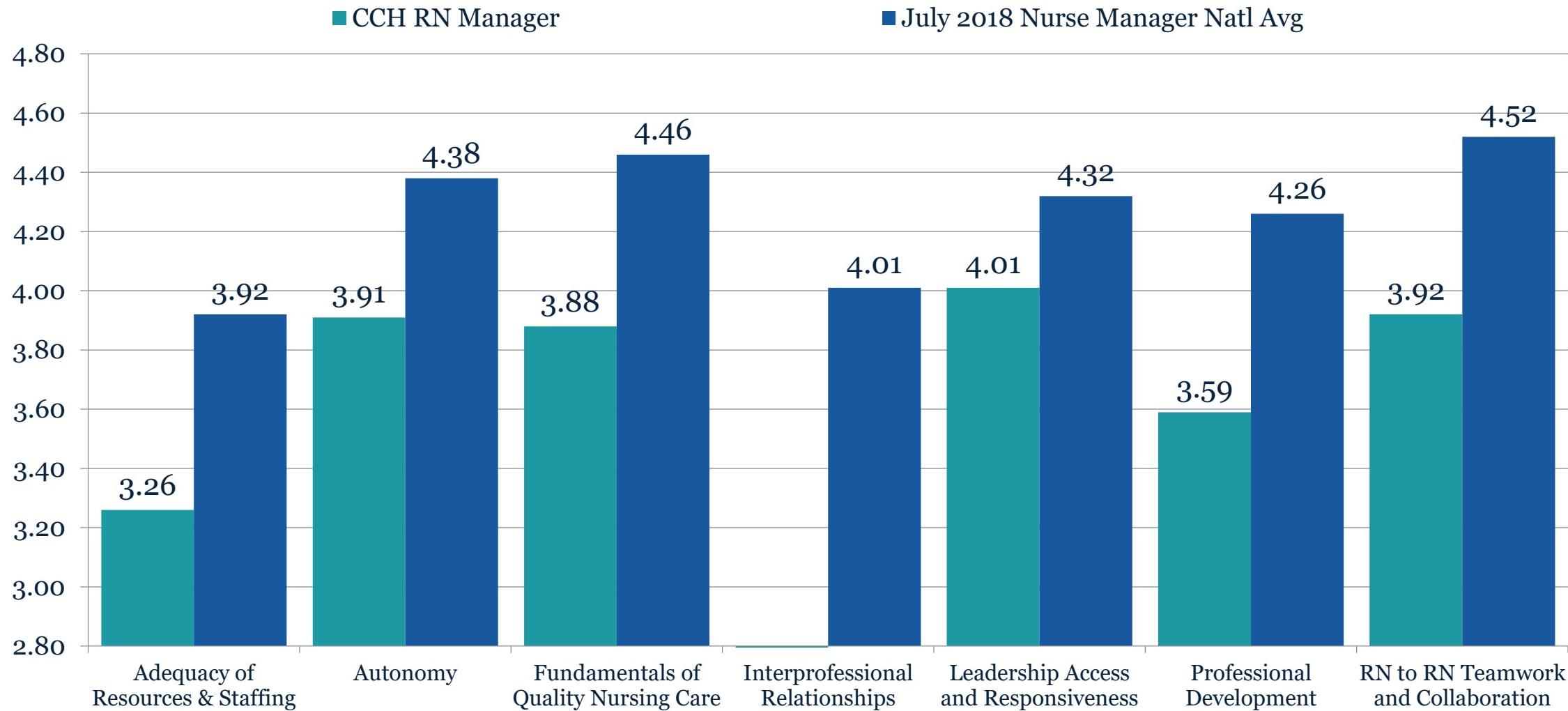
FY2020-2022

The Future:

Environmental Scan of Market, Best Practices and Trends

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Environmental Scan of Market, Best Practices and Trends

IOM Guiding Principles for Healthcare Operation

The IOM report on Crossing the Quality Chasm; "A New Health System for 21st Century" calls for fundamental changes in the US Healthcare Systems in order to improve quality and decrease the health care cost

Quality Cost Effective Care

Safe → Effective → Patient Centered → Timely → Efficient → Equitable → Safe

Environmental Scan of Market, Best Practices and Trends

Institute of Medicine – Future of Nursing Recommendation

- Nurses should achieve higher levels of education through an improved education system that promotes seamless academic progression

- With higher levels of training, nurses should practice to the full extent of their education and training

- Nurses should be full partners with physicians and other health care professionals in redesigning Health Care in the United States.

- Effective workforce planning and policy making requires better data collection and an improved Information Technology infrastructure

- Removing organization barriers will create an inter-professional practice culture

- Reorganize the third party payment structure

- Require insurers to include Advanced Practice Nurses to reimbursement

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Environmental Scan of Market, Best Practices and Trends

Expand Opportunity For Nurses to Lead and Diffuse Collaboration

Improvement Efforts

- Remove Practice Barriers

- Innovations for better patient care outcomes at lower costs

- Opportunities for nurses to lead and manage collaborative efforts

- Inter-professional partnerships for broad perspectives, including nursing

- A collaborative effort for research to integrate the best available evidence to guide nursing practice

- Proactive RN recruitment to address workforce shortage

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# Environmental Scan of Market, Best Practices and Trends

IOM - Future of Nursing Recommendation

- Implement Nurse Residency Program

- Increase Nurses with BSN by 80% by 2020

- Double the number of nurses with a doctorate by 2020- Support Nursing academic goals /practice

- Ensure that nurses engage in lifelong learning

- Prepare and enable nurses to lead change to advance health
  - Decision makers from both the public and private sectors should ensure that leadership positions are available to be filled by nurses

- Build an infrastructure for the collection and analysis of workforce data
  - Inability to project the workforce need based on aging baby boomers and healthcare reform

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Environmental Scan of Market, Best Practices and Trends

Patient Centered Care Delivery Model
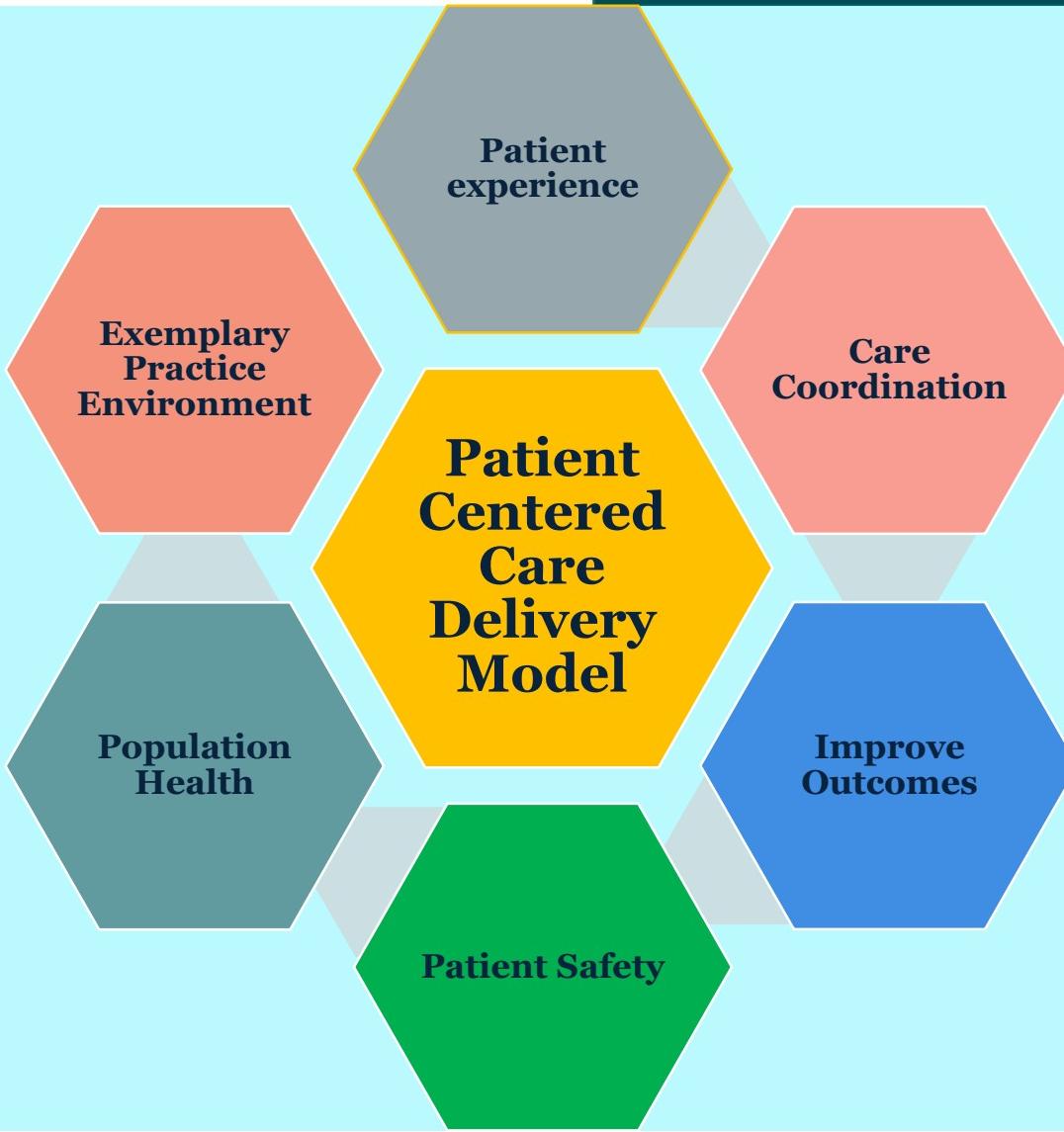
SWOT Analysis

Strengths

- Low staffing turnover
- Strong Commitment to Mission
- Diverse workforce
- Educated workforce
- New nursing leadership
- Employment benefit

Weaknesses

- Infrastructure & data for workforce
- Productivity and efficiency metrics
- Lack of clear goals and accountability metrics
- Complex hiring process
- Inability to hire part time staff to manage variable workload
- Patient experience score & external rating
- Nursing Quality infrastructure
- Low employee engagement score

Opportunities

- System Revenue optimization and cost saving initiatives with OR services
- Nursing operation & quality decision system
- Workforce engagement and efficiency
- Top-of-license Nursing practice
- Maternal Child Health program & Preterm prevention initiatives
- Grant – workforce development
- Nursing leadership structure
- Labor union relationship

Threats

- Nation's aging population
- Aging Nursing workforce
- Workforce shortage
- Staff burnout and workplace violence
- Staffing mandates by legislation
- Shortage of bedside nurses
- High cost delivery model
- Fragmentation of care
- Nursing Leadership salary structure
- National shortage of bedside nurses

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FY 2020-2022

Objectives

Deliver High Quality Care
FY 2020-2022 Strategic Planning Recommendations

Objectives

Pursue Magnet status and adopt related standard metrics

- Improve nurse-sensitive quality outcomes

- Develop a professional practice model and implement evidence based practice

- Establish a shared governance structure

- Improve patient experience

- Foster a culture of safety and healthy work environment to practice high-reliability

- Develop strategic partnerships/collaborations with the professional nursing community (agencies, nursing colleges, etc.)

- Standardization of quality metrics (Key Performance Indicator and Leadership dashboards, etc.)

- Workforce planning and development

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Deliver High Quality Care
FY 2020-2022 Strategic Planning Recommendations

Highlighted Tactics

Leverage information technology initiatives

- Develop a system to optimize nurse staffing effectiveness to improve quality

- Flex staffing to Demand using predictive staffing model

- Establish Nurse Staffing budget structure and productivity model

- Variable workload staffing model

- Establish Nursing operational information systems and Innovate on staffing model

- Create Nursing Informatics Structure – Optimize nursing efficiency and effectiveness

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Grow to Serve and Compete
FY 2020-2022 Strategic Planning Recommendations

Objectives

- Increase service line volumes for Surgery and Maternal-Child Services

- Expand ER services and reinstitute intensive care services at Provident Hospital

- Increase Geriatric program competency

- Improve ED Workflow at Stroger and Provident Hospitals to decrease Left Without Seen

- Optimize Maternal-Child growth & quality of care

Highlighted Tactics

- Establish an integrated service line model to grow volume

- Develop a program to address the growth of geriatrics and RN competencies

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Foster Fiscal Stewardship
FY 2020-2022 Strategic Planning Recommendations

Objectives

- Establish nursing productivity structure/system

- Streamline the RN hiring process

- Establish bi-weekly workforce data & financial reports

- Establish nursing budget process

- Decrease operational cost (OT and Agency Costs)

- Establish a Value Analysis Committee for Nursing

- Streamline Scope management process

- Throughput Discharge efficiency and manage observation

- Length of Stay

- Decrease readmissions through patient education initiatives

Highlighted Tactics

- Optimize patient care service staffing model to decrease overtime and agency costs

- Optimize the use of Clairvia to manage productivity

- Develop nurse productivity reports, utilize benchmarking information

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Invest in Resources
FY 2020-2022 Strategic Planning Recommendations

Objectives

- Engage Magnet Consultant/workforce analyst consultant (2nd year)

- E-sitter Program

- Invest in the cost of Magnet designation

- Nursing competency program

- Nursing residency Program

- Leadership Development

Highlighted Tactics

- Workforce Development e.g. Implementing rounding tool, nurse call system.

- Improve nursing staff engagement

- Implement a Nursing Residency Program

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Leverage Valuable Assets
FY 2020-2022 Strategic Planning Recommendations

Objectives

- Create an inter-professional leadership dyads model

- Engage Advisory Board for Best Practice summit (12 leaders)

- Improve collaboration with frontline staff and union leadership

- Physician/Nurse Mentoring Teams

Highlighted Tactics

- Enhance collaboration with labor

- Implement Dyad unit leadership model

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Leverage Valuable Assets
FY 2020-2022 Strategic Planning Recommendations

Nursing Workforce Development

- Succession planning and leadership development

- Develop an engaged workforce

- Reduce vacancy rate to national standard

- Create Nursing Education Quality grants

- Foster top-of-license practice for APNs

- Develop Nursing Recognition Program

- Foster cultural inclusion

- Develop a comprehensive population specific educational program and competencies

- Increase BSN educated workforce

- Strengthen public health, ambulatory care, correctional health nursing

Highlighted Tactics

- Integrate Quality Goals and Practice Standards in Job Descriptions

- Nursing focus simulation lab, establish internal or partnerships

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Impact Social Determinants/Advocate for Patients FY 2020-2022 Strategic Planning Recommendations

Objectives

- Lifestyle Center for Chronic Conditions at Provident Hospital

- Commit to a goal of Zero Harm

- Put patients at the center of the planning, delivery, and assessment of care

Highlighted Tactics

- Recognize and define safety, quality, and patient centricity as the primary elements of the patient experience and understand the critical interdependencies between them

- Drive change using data and transparency

- Transform culture and leadership

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Measures and Metrics

Nursing Dashboard Metrics

Nursing Quality Metrics	Operational Metrics	Staff Engagement Metrics
• HAPI • Fall • CLABSI • HCAHPS Measures • (NDNQI metrics)	• Overtime • Agency Usage • Vacancy rate • Productivity	• Communication • Teamwork • RN turnover rate

HAPI: Hospital-Acquired Pressure Injury
CLABSI: Central Line-associated Bloodstream Infection
HCAHPS: Hospital Consumer Assessment of Healthcare Providers and Systems
NDNQI: National Database for Nursing Quality Indicators

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Timeline

2020
- Structure- staffing and efficiency
- Data and Key Performance Indicators (KPI)
- Education and training
- Teambuilding
- Shared leadership structure
- Frontline staff engagement
- Leadership Development

2021
- Magnet designation process
- Hardwire excellence
- Optimize cost of care and quality outcome
- Change culture
- Top of the license Practice
- Inter-professional Practice Model

2022
- Continue Magnet efforts
- Achieve excellence in quality of care frontline staff engagement
- Nursing Research Center
- Magnet Application Process

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Thank you.

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Appendix

Our Journey To Magnet

The Magnet Recognition Program® recognizes healthcare organizations for quality patient care, nursing excellence and exemplary professional nursing practices.
The Magnet Recognition Program® provides a roadmap to advance nursing excellence with frontline nurses at its core

The program requires healthcare organizations to meet eligibility requirements and address standards within five major components that comprise the Magnet Model (below). The model guides the Magnet principles that focus healthcare organizations on achieving superior performance as evidence by outcomes.
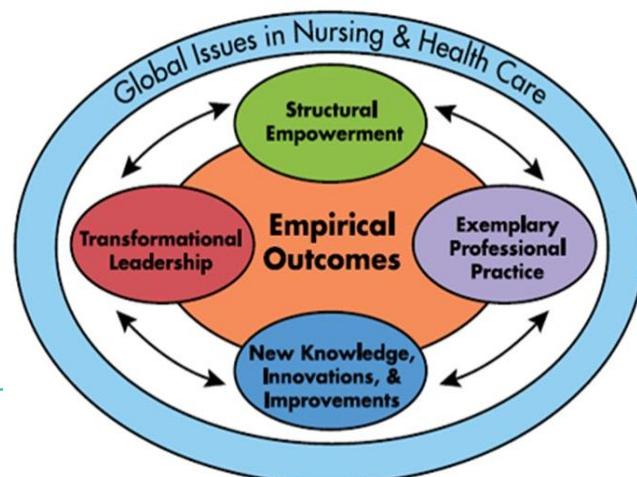
Magnet Model Components

Model Component	Forces of Magnetism
Transformational Leadership	Quality of Nursing Leadership Management Style (Use of Emotional Intelligence)
Structural Empowerment	Organizational Structure Image of Nursing Professional Development Community and Organizational Involvement
Exemplary Professional Practice	Professional Model of Care Interdisciplinary Collaboration Autonomy Consultation and Resources Nurse as Teacher
New Knowledge, Innovation and Improvements	Quality Improvement
Empirical Quality Results	Quality of Care

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Magnet Designation Benefits

System/Staff
- Lower nurse dissatisfaction and nurse burnout
- Higher nurse job satisfaction
- Lower registered nurse (RN) turnover
- Business growth and financial success

Patients
- Higher adoption of NDNQI safe practices
- Lower overall missed nursing care
- Higher nurse-perceived quality of care
- Higher patient ratings of their hospital experience

Quality Outcome
- Lower mortality rates
- Lower patient fall rates
- Lower nosocomial infections
- Lower hospital-acquired pressure ulcer rates
- Lower central line-associated bloodstream infection rates

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Magnet Hospitals in Illinois

- Advocate BroMenn Medical Center
- Advocate Christ Medical Center
- Advocate Good Samaritan Hospital
- Advocate Illinois Masonic Medical Center
- Advocate Lutheran General Hospital
- Advocate Sherman Hospital
- AMITA Health Adventist Medical Center Hinsdale
- AMITA Health Saint Francis Hospital Evanston
- Ann & Robert H. Lurie Children's Hospital of Chicago
- Cancer Treatment Centers of America – Chicago
- Carle Foundation Hospital and Carle Physician Group
- Edward Hospital
- Elmhurst Memorial Healthcare

- Loyola University Medical Center
- Memorial Medical Center
- Memorial Regional Health Services
- Mercy Health System – Mercy Harvard Hospital
- Mercy Health System – Mercy Health System Ambulatory Care Centers and Clinics
- North Shore University Health System – Evanston Hospital
- North Shore University Health System – Glenbrook Hospital
- North Shore University Health System – Highland Park Hospital
- North Shore University Health System – Skokie Hospital
- Northwest Community Healthcare
- Northwestern Lake Forest Hospital
- Northwestern Medicine Central DuPage Hospital

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Magnet Hospitals in Illinois

- Northwestern Medicine Delnor Hospital

- Northwestern Memorial Hospital

- OSF Healthcare Saint Francis Medical Center (formerly OSF Saint Francis Medical)

- OSF Saint Anthony Medical Center

- OSF St. Joseph Medical Center

- Passavant Area Hospital

- Presence Saint Joseph Medical Center

- Presence Saints Mary and Elizabeth Medical Center

- Riverside Medical Center

- Rush Oak Park Hospital

- Rush University Medical Center

- Swedish Covenant Hospital

- Swedish American Health Center

- The Shirley Ryan Ability Lab

- The University of Chicago Medicine

- Unity Point Health-Methodist

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Leadership Acumens for Magnet designation